

**INDONESIA CIVIL SOCIETY SUPPORT AND STRENGTHENING PROGRAM**

Contract No. 497-C-00-99-00053-00

**Quarterly Report No. 14**

**For the Period:**

January 1, 2003 – March 31, 2003

**Submitted to:**

U.S. Agency for International Development  
Jakarta, Indonesia

**Submitted by:**

Chemonics International Inc.  
CARE International  
International Foundation for Election Systems  
International Development Professional, Inc.  
Center for International Private Enterprise

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## **CIVIL SOCIETY SUPPORT AND STRENGTHENING PROGRAM (CSSP), INDONESIA**

### **Quarterly Report no. 14**

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**Performance Objectives:** All Performance Objectives

**Activities:** Activities relating to support for Indonesian CSOs (civil society organizations), particularly in USAID's 6 geographical focus areas, by means of grants, training and technical assistance, notably in the fields of advocacy, good management and financial self-reliance. Other forms of technical and training support to CSOs; other activities as agreed with USAID; and administrative matters relating to the CSSP Jakarta office and the CSSP sub-office in Surabaya.

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**Responsible Persons:** Field office and home office technical and administrative staff of the CSSP Chemonics Group (Chemonics International, CARE International, IFES, IDP and CIPE).

<b>Start Date:</b> 01/01/2003	<b>Completion date:</b> 03/30/03
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## **Summary**

This report describes the achievements of CSSP during the 3-month quarter January, February and March 2003. This was the second quarter of the 4<sup>th</sup> year of CSSP's 5-year program, which runs from October 1, 1999 to September 30, 2004.

The report outlines CSSP's continued efforts, undertaken in collaboration with USAID-CPT and other USAID Teams, to build sustainable clusters of CSOs (civil society organizations) in USAID's six priority regions – Aceh, East Kalimantan, North Sulawesi, West Java, East Java and Papua. As before, these efforts were made through the provision of (i) grants on a selective basis, and (ii) targeted technical assistance and training. The report shows how CSSP maintained its activities throughout the quarter despite continuation of the ordered departure of non-emergency US embassy staff and contractors instituted in October 2002. The ordered departure kept one of CSSP's 4 senior managers as well as its Monitoring and Evaluation Specialist out of the country during the quarter, though two other senior managers were able to return to Jakarta in January.

The report is the 14<sup>th</sup> Quarterly Report for CSSP, and the 1<sup>st</sup> for calendar year 2003. It follows the pattern of quarterly reports submitted since CSSP became operational in December 1999, except that for the first time it includes a section detailing achievements of benchmarked targets in accordance with the requirements of the modified contract for CSSP signed in early March.

The report is written by the Chemonics Group responsible for CSSP, and uses the format developed by Chemonics and approved by USAID. The overall layout of the report is similar to those of Quarterly Reports nos 11 and 12, with technical information given first, followed by information about administration. As in Quarterly Report no.13, only 2 Performance Objectives

(POs) are reported on, rather than 4 as had been the case in earlier reports. This too is in line with CSSP's modified contract for Years 4 and 5. This provides for CSSP's old POs 2 and 3 to be merged into a single PO, PO2, and for grant-making no longer to be a PO as such.

As in Quarterly Report no. 13, this Quarterly Report follows the 2 sections on CSSP's Performance Objectives with a section on work on the two POs as seen from the perspective of grant-related work. Despite the fact that grant-making is no longer a performance objective, a separate section on grant-related activities continues to make sense, given the central role grants and grant-making continue to play in CSSP's overall work.

Appendices give information about CSSP's finances to the end of the quarter, and about the City Forum program being undertaken in East Java and elsewhere by CARE International under CSSP auspices. Numbers in italics in square brackets refer to relevant sections of the CSSP draft Work Plan for Year 4, approved during the current quarter following prolonged delays caused by the ordered departure.

## 1. Program activities

As noted above, this section is divided into 4 parts. Parts 1 and 2 deal with all those activities directly relating to CSSP's 2 Performance Objectives (POs) that are not included in part 3. Part 3 describes grant-related activities on the 2 POs in terms of work by region. Part 4 reviews CSSP's work during the quarter in terms of the targets for each of its 2 POs as outlined in its modified Scope of Work.

### **1.1. Program Objective 1: Analysis, articulation and effective advocacy that produce policy reforms and implementation**

#### **1.1.1. Promoting CSO networks and CSO engagement with government**

During the quarter CSSP specialist staff continued to support work on 12 case studies of successful engagement between civil society advocates and local government (for background see Quarterly Report no. 13, Section 1.1.3.). In February and March, CSSP played a leading role in arranging 3 workshops to share the results of these case studies and motivate CSOs and local governments to apply lessons learned from them to future advocacy initiatives. The 3 workshops were the first of 6 such workshops planned for each of CSSP's 6 geo-focus areas. They took place in Bitung, North Sulawesi; Bandung, West Java; and Malang, East Java.

In Bitung the workshop was organized by one of CSSP's CSO partners, Yayasan Kelola. In Malang and Bandung CSSP contracted the Yogyakarta-based CSO LAPPERA (Lembaga Penelitian dan Pengembangan Masyarakat Indonesia) to organize the workshops in collaboration with other CSO partners. This LAPPERA did by working in Bandung with BIGS (Bandung Institute of Government Study), and in Malang with 3 CSOs – Enlightenment (sic), LPKP (Lembaga Pengkajian Kemasyarakatan dan Pembangunan) and PPOTODA (Brawijaya University Law Faculty's Pusat Pengembangan Otonomi Daerah).

Workshop participants agreed that the workshops built a new spirit of collaboration between different stakeholders, and gave participants their first opportunity to talk openly and productively about important local issues with people they had previously considered their adversaries.

Details of the workshops are as follows:

Aspect	Malang	Bandung	Bitung
Dates	February 16 and 17, 2003	February 19 and 20, 2003	March 26 and 27, 2003
Participants	24 people – village heads, BPD chairpersons, academics, NGO staff, local government officials and representatives of small businesses	59 on day 1, 39 on day 2 - NGO staff, academics, university students, journalists, local government officials, DPRD members – from the city of Bandung and the districts of Bandung, Garut and Sumedang	30 – local NGO staff, community groups, officials from the <i>kecamatan</i> and <i>kelurahan</i> , members of university and religious student organizations, LPM members (LPMs being the equivalent of BPDs in <i>kelurahan</i> )

Venue	Pusdiklat Pemda Jatim	Hotel Yehezkiel	Hotel Fatamorgana
Organizer/s	LAPPERA, Enlightenment, LPKP, PP OTODA	LAPPERA, BIGS	Yayasan Kelola
Funding	CSSP	CSSP	CSSP and Ford Foundation
Focus issues	Budget allocations for the village	Strengthening collaboration for advocacy	Land rights, forest protection, and local government regulations on LPMs
Cases shared	LAPPERA; FORABI Boyolali (village budget allocation case)	LAPPERA; FORABI Boyolali (village budget allocation case)	LAPPERA; YAPEMAS Garut (land rights case)
Outcome	<ul style="list-style-type: none"> <li>• A commitment to meet again to discuss a joint plan in more detail</li> <li>• A list of activities on advocating village budget allocations in local budget plans, to be carried out through multi-stakeholder collaboration</li> <li>• A commitment to make follow-on plans better integrated into on going activities, and for each organization to take turns in taking the lead on the next set of activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Identification of problems and weaknesses in doing advocacy.</li> <li>• Participating DPRD members expressing satisfaction at the constructive approach of the workshop and their desire to bring other DPRD members to similar activities in the future.</li> <li>• A list of future actions focusing on two main areas, civic education and networking.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment of a forum called Care for Bitung (Forum Masyarakat Peduli Kota Bitung), consisting of government and non-government members, to advocate on such issues as the need for a local government regulation to define the role and responsibilities of LPMs</li> <li>• Commitment to meet again, and get involved in follow-up activities.</li> </ul>

Improved donor coordination and pooling of resources is an underlying aim of CSSP's work and the workshop in Bitung was another step in the direction of realizing this aim, being co-funded by CSSP and the Ford Foundation.

Towards the end of the quarter the 12 case studies were published by LAPPERA in the form of 12 separate illustrated booklets, and packaged for distribution in an attractive boxed format. Details of the distribution process will be given in the next Quarterly Report.

Covers and sample illustrations from 3 of these booklets are shown on the next 3 pages.  
*[Work Plan 1.1., 1.3.]*



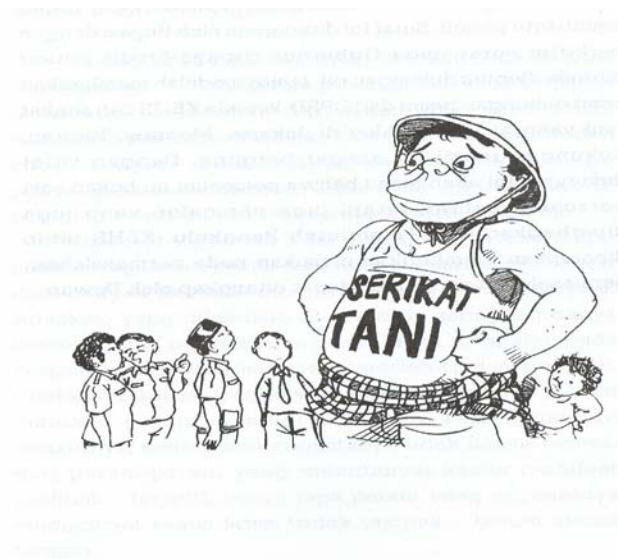
(above) Cover of the case study *Terlibat Tetapi Tidak Larut (Involved but not Absorbed)*, describing the CSO FORGRES' successful effort to persuade the local government in Sidoarjo, East Java, to support FORGRES' Woman & Child Protection Center (P3A, Pusat Perlindungan Perempuan dan Anak). The man with the moustache pointing at the three people with 'LSM' ('NGO') written on their shirts is calling them 'troublemakers' ('*biang kerok*'). Sidoarjo is also incidentally the location of a CSSP-supported women's crisis center, run by the Sidoarjo City Forum under the auspices of CARE International.



(above) An illustration from the FORGRES case study, illustrating the empowerment of women to protect children and resist harassment (*pelecehan*).



(above) Cover of the case study *Menolak bantuan Mematikan (Refusing Fatal Help)*, which describes how CSSP grantee KBH (Kantor Bantuan Hukum or Legal Aid Office, Bengkulu) helped local farming communities form groups and associations that successfully advocated the resolution of local land ownership problems to the local government and through the local government to decision makers in Jakarta.



(above) An illustration from the KBH Bengkulu case study, showing a farmer confident of his status as an advocate wearing a vest marked 'farmers union'.





(above) Cover of the case study *Menyelamatkan Permata di Tepian Khatulistiwa* (*Saving the Jewel on the Rim of the Equator*), which describes how the Balikpapan-based CSSP grantee YBML (Yayasan Bina Manusia dan Lingkungan) has brought about collaboration between key elements of civil society, business and local government in East Kalimantan, and produced a draft regulation (*perda*) on the management of the Wain River Protected Forest. The *perda*, which is expected to become law in June this year, is widely regarded as the most democratic draft regulation Balikpapan has ever had, and local parliamentarians have asked YBML to brief them on the process of public consultation used to create the draft for their own future use (see below, Section 1.3.3.2.).

### 1.1.2. Helping CSOs develop strategic advocacy plans and advocate effectively

During the quarter CSSP specialist staff continued to use CSSP's well-regarded advocacy tool, PACSA or Participatory Advocacy Capacity Self Assessment, to help its CSO partners strengthen their ability to advocate effectively, and plan advocacy initiatives more strategically. As noted in previous Quarterly Reports, the PACSA is a process designed to help CSOs work with their constituents to analyze advocacy issues and design an advocacy strategy that takes fully into account their joint capacity, the precise nature of the problem they want to address, and the likely interests of other stakeholders.

CSSP conducted 4 PACSA workshops with CSO partners during the quarter, 3 in North Sulawesi and one in East Kalimantan. The PACSAs in North Sulawesi were for 3 *yayasan*, Serat, PEKA and Kelola. The PACSA in East Kalimantan was for the CSO POKJA 30.

The PACSA workshop for Yayasan Serat was held in Manado on January 26 and 27. Approximately 30 people attended, including Serat staff, business leaders, religious leaders, teachers, community leaders, media workers and officials from *kelurahan* and *kecamatan* LPM

(Lembaga Pemberdayaan Masyarakat). After considering various advocacy issues, the participants identified a shared interest in conflict management. They agreed to advocate the passage through the Manado city DPRD of a regulation mandating qualified CSOs to take part in conflict management. The evaluation of the workshop showed that the participants especially appreciated going through a stakeholder analysis, something they had not tried before, and learning more about advocacy on public policy, most of them being community organizers with little experience in this field.

The PACSA for Serat was followed by the 3-day PACSA for Yayasan PEKA (Pelita Kasih Abadi), also in Manado. This workshop was attended by PEKA staff, and by community leaders and village administrators from the 4 villages that PEKA's project is focused on. It was the first time PEKA staff and constituents really had a chance to undertake a thorough analysis of their shared advocacy agenda, and it soon became clear that some of PEKA's project assumptions needed adjusting. As conceived the project had as its primary focus conflict resolution. But during the PACSA it became clear that PEKA's constituents were really more interested in broader village governance issues, including the need for more effective village institutions and more public participation in them. As a result, the participants agreed on specific steps to increase public involvement in problem-solving and decision-making processes, including regular meetings between village heads and BPDs (Badan Perwakilan Desa, Village Representative Councils) to address villagers' concerns.

The 3<sup>rd</sup> PACSA workshop in North Sulawesi, for the Manado-based Yayasan Kelola, took place on February 3 and 4. This workshop was attended by Kelola staff and Kelola constituents from Bunaken and Bitung. Kelola is a CSSP grantee working with fishing communities on the better management of coastal resources. As with PEKA, Kelola found that the workshop provided the first real opportunity for its team members to sit with project constituents to discuss shared advocacy goals. After going through the PACSA process the participants all felt they had stronger sense of ownership of, and a better grip on, Kelola's advocacy work. They also agreed that they had a better understanding of the sequence of activities needed to achieve shared advocacy objectives.

The PACSA workshop in East Kalimantan for CSSP grantee POKJA 30 and its constituents was held in Samarinda on March 20. POKJA 30 has been working with water users' forums in 3 cities, Samarinda, Balikpapan and Tenggarong, in an effort to improve public policy regarding the provision of water supplies. PACSA participants agreed that the workshop was beneficial in two ways. It gave the members of the forums the means to learn from each other's advocacy experiences. And through analysis of problems, objectives and constituents, it enabled them to confirm agreement on two core advocacy issues – the need for a regular dialogue between government and water consumer forums, and the early need for a government regulation on water consumers' rights. The discussion and analysis also enabled them to agree on a strategic advocacy plan. *[Work Plan, 1.1.]*

### **1.1.3. Identifying CSO training needs and preparing a training course on legal drafting**

During the quarter, CSSP technical specialists consulted with CSSP grantees in all 6 geographical focus regions to assess their capacity-building needs. Needs were prioritized and a

schedule of training activities was drawn up for the rest of Work Year 4. One of the needs identified by grantees in at least 3 of the 6 regions was skill in law drafting. CSSP staff identified a number of potential service providers, and subsequently chose to work with the Center for Decentralization Development at Brawijaya University, Malang. The Center has extensive experience in training administrators and legislators in East Java in the field of legal drafting. With inputs from CSSP, the Center developed a training plan designed to equip CSOs with the skills to review and analyze policy, draft counterproposals, propose amendments and understand legislative and budgeting processes. CSSP staff distributed this training plan to potential participants to ensure that it matched their needs. Comments received were then taken into account in the finalization of the training plan. The training activity itself is due to take place in the 3<sup>rd</sup> quarter. [*Work Plan, 1.1., 1.3., 1.5.*]

## **1.2. Program Objective 2: Strengthened CSO/NGO Administrative Management, Planning and FSR that Increase CSO Sustainability**

### **1.2.1. Strengthening Service Providers**

During the quarter CSSP explored how best to strengthen a small selection of Service Providers (SPs), with particular reference to the provision of services designed to build CSOs' management capacity. These SPs are likely to include CSOs at the national level and also CSOs in one or more of the 6 regions.

At the national level CSSP team members had constructive discussions with senior staff of the Yogyakarta-based training NGO USC Satunama, whose training and capacity-building activities CSSP supported in a number of ways in Years 2 and 3. During these discussions it was agreed that there was great scope for developing new teaching modules on the management of CSOs, modules based much more on the experiences of Indonesian NGO than has been the case to date. There was a consensus that the development of such modules could have a lasting impact on the professionalism, standing and sustainability of Indonesian NGOs.

As a result, Satunama began to develop a plan to research and write up case studies of good management practices among Indonesian NGOs that would be used to make new training modules for Satunama's and others' use. The case studies would include studies of human resource development, financial management, participatory management and management structures, board management, constituency-building, and financial self-reliance. A further meeting between Satunama and CSSP was scheduled for the 3<sup>rd</sup> quarter so that this concept could be further clarified, with a view to it being put into effect with CSSP support.

CSSP staff also had meetings with the IT provider PAKTA, to which CSSP provided considerable technical support in Work Year 3; with the Center for Civil Society in the Faculty of Political Science at the University of Indonesia; and with the long-established Jakarta-based NGO Bina Swadaya. Positive discussions were held with all 3, but disappointingly none of them came back to CSSP with concrete proposals for building their SP capacity, despite being encouraged to do so. Meetings with two other SPs, both of them long-standing CSSP partners –

INSIST (The Institute for Social Transformation) and LAPPERA (see above, Section 1.1.1.) – were scheduled for the 3<sup>rd</sup> quarter. [*Work Plan, 2.2., 2.3.*]

### **1.2.2. Building the capacity of CSO partners in management and related skills**

CSSP staff continued to arrange training in the Technologies of Participation (ToP) to interested CSO partners, following the ToP training workshops in North Sulawesi and East Java in the 9<sup>th</sup>, 11<sup>th</sup> and 13<sup>th</sup> quarters. From February 20 to 22, 2003, a ToP training course was duly held in Balikpapan, East Kalimantan. The course trainers were Ismail Amir of Bina Swagiri, a grantee in East Java, and Vita Siregar, CSSP's new Financial Self-Reliance and Management Specialist, both of them graduates of the training course for ToP trainers organized by CSSP in Manado, North Sulawesi in June 2002. (For details, see below, Section 1.3.3.)

During the last week of March, the latest in CSSP's series of financial management training workshops was held for new and incoming CSSP grantees. The workshop was held at the Jakarta guest house of PKBI (Perkumpulan Keluarga Berencana Indonesia, the Indonesian chapter of IPPF). 11 participants from 11 CSOs were trained in the basic elements of financial management, USAID regulations and Quickbooks accounting software. The 11 CSOs concerned were

- ICS (Institute for Civil Strengthening) and LP3BH (Lembaga Penelitian, Pengkajian dan Pengembangan Bantuan Hukum) from Papua;
- KPPD (Kelompok Perempuan Pro-Demokrasi) and Bina Swagiri from East Java;
- YPMI (Yayasan Pemberdayaan Masyarakat Indonesia), Yayasan Kelola, Yayasan Serat and Yayasan PEKA from North Sulawesi;
- West Java Corruption Watch from West Java;
- AMN from East Kalimantan;
- JARI (Jaringan Independen Masyarakat Sipil untuk Transparansi dan Akuntabilitas Pembangunan) from Jakarta. [*Work Plan, 2.1.*]

### **1.2.3. Training trainers in financial self-reliance**

During the quarter CSSP and the Soros-funded TIFA Foundation continued to work together on organizing a series of training courses designed to create a cadre of highly qualified Indonesian trainers in the field of fundraising and financial self-reliance (FSR) (see Quarterly Report no. 13, Section 1.2.2.). The two sides held meetings to finalize plans for a training of trainers (ToT) course in the field of 'social enterprise' planning – that is, business planning – to be held in May 2003. In CSSP's and TIFA's view social enterprise planning is an important topic because many CSOs concerned about their sustainability develop plans to sell products or services, but without knowing how to plan carefully and assess the feasibility of their intended businesses.

CSSP specialist staff identified and met 4 potential SPs in the social enterprise field, and received proposed course outlines from 3 organizations, Bina Swadaya, Yayasan Creative and PT Centrama (the Indonesian trainers for Swiss Contact, an international NGO engaged in small business development). The relative merits of these course outlines were being assessed at quarter's end.

The TOT workshop in social enterprise planning will be the 3rd in the series of TIFA-CSSP TOT courses. The 1<sup>st</sup>, held in August 2002, was on basic fundraising methods. The 2<sup>nd</sup>, in October 2002, was on integrated financial planning. *[Work Plan, 2.6.]*

#### **1.2.4. Promoting corporate social responsibility and corporate funding for NGOs**

During the quarter CSSP specialist staff continued to promote the corporate funding of NGOs, and NGO-corporate sector partnerships more generally. The CSSP team sees such partnerships as a way for CSOs to develop alternative sources of funding or in-kind assistance, provided always that the funding has no strings attached and does not compromise CSOs' principles.

CSSP activities in this regard included two developments during the quarter, the first national and the second regional. The first involved Indonesia Business Links (IBL), an organization of 20 international and local companies promoting business ethics, and the second the further promotion of civil society-corporate sector cooperation in East Kalimantan.

During the previous quarter CSSP had provided technical assistance to IBL for it to undertake a review of its work and devise a 3-year strategic plan (see Quarterly Report no. 13, Section 1.2.3.). During the current quarter the review and strategic plan were completed. CSSP successfully encouraged IBL to include in the plan CSR (corporate social responsibility) and the promotion of partnerships between businesses and CSOs. The strategic plan as finalized was approved at a March 7 meeting of the IBL board attended by the chief executives of 7 major companies – Accenture, Rio Tinto, Kaltim Prima Coal, BP, Ernst and Young, Price Waterhouse and Baker McKenzie. CSSP staff also attended the meeting, and served as a resource on civil society-related issues, offering advice and helping define 'civil society' so as to assist the board members in developing a common understanding of the idea. IBL subsequently obtained a 3-year grant from the Ford Foundation to carry out its strategic plan. *[Work Plan, 2.7.]*

On February 27, 2003, the CSO Development Coordinator held a meeting in Jakarta with the chief executives of the Rio Tinto Foundation and P.T. Kaltim Prima Coal (KPC), which Rio Tinto owns jointly with BP. His aim was to follow up on the meeting in East Kalimantan between local CSOs and corporate players, including KPC, that CSSP organized in December 2002 (see Quarterly Report no. 13, Section 1.3.2.). Participants in the December meeting agreed to look into ways of promoting cooperation between CSOs and the corporate sector in East Kalimantan, and the purpose of the February 27 meeting was to find out whether progress was being made. CSSP learned that both the Rio Tinto Foundation and KPC were starting to take steps to support selected CSOs in East Kalimantan, including CSSP grantees. The CSO Development Coordinator provided further contact information on CSSP's CSO partners in the region, and stressed the benefits of working with CSSP grantees, given the organizational abilities these grantees have to acquire before they can receive a grant award. *[Work Plan 2.7.]*

### **1.3. Activities to achieve Performance Objectives 1 and 2 by region, with special reference to grants and grant-making**

#### **1.3.1. General**

As noted in the last Quarterly Report, the Scope of Work for CSSP provided for in its modified contract no longer provides for grant-making to be a Performance Objective in itself. Instead, grant-making is taken to contribute to the two Performance Objectives discussed above. With this in mind this Quarterly Report, like Quarterly Report no. 13, includes this section on grant-making, presented in such a way as to underline grant-related contributions to CSSP's new Performance Objectives 1 and 2.

During the 14<sup>th</sup> quarter CSSP continued to focus its grant-making as well as its technical assistance and training on its 6 priority regions, that is, Aceh, East Kalimantan, North Sulawesi, West Java, East Java and Papua (or to be more precise, given their revival as an administrative reality during the quarter, the 3 provinces into which Papua is divided). Work on both North Sulawesi and West Java was low key for much of the quarter because of the absence of the Regional Specialists for those two regions (see below). Work in the other 4 regions continued at a lively pace, and work in Papua was further invigorated by CSSP's GDA-funded project in the Bird's Head area of north-west Papua, which developed rapidly.

Grants continued to be managed effectively, with careful agreement on new and follow-on grants as appropriate. Only a few such grants were under consideration during the quarter, mostly to ex-grantees who had done a good job with their first set of grant funds and whose programs continued to focus on CSSP's priority themes. Given the limited scope for grant-making left to CSSP, CSSP staff expected to make perhaps 6 to 10 such grants in the coming months.

During the quarter the joint USAID/CPT-CSSP Project Review Committee (PRC) met 4 times and accepted 4 new grant proposals, as well as 2 proposals for the use of the Strategic Activities Fund or SAF. As well, 3 new grants were developed to the point of being approved by the USAID Contracting Officer. These were to:

- KPPD (Kelompok Perempuan Pro-Demokrasi), in East Java
- Yayasan Kelola, in North Sulawesi
- AMN (Aliansi Masyarakat Nelayan), in East Kalimantan

This meant that from the beginning of the CSSP contract through March 2003, grant agreements approved for disbursement increased to 58 in all, with 30 still active. Of these 30 active grants 9 ended or were in their last stage during the quarter. These were grants to:

- LBH Apik in Aceh
- YRBI (Yayasan Rumpun Bambu Indonesia), in Aceh
- Jaringan Mitra Dieng, in Central Java
- YPRI (Yayasan Pendidikan Rakyat Indonesia), in Yogyakarta
- Bina Swagiri in East Java
- LPKP (Lembaga Pengkajian Kemasyarakatan dan Pembangunan), in East Java



- YPSDI (Yayasan Pengembangan Sumber Daya Indonesia), in East Java
- ELPERA (Lembaga Pengembangan Ekonomi Rakyat), in Papua
- LPPMA (Lembaga Pengkajian Dan Pemberdayaan Masyarakat Adat), in Papua

During the quarter CSSP received relatively few new proposals for grants or other support, and fewer still for grants for projects consistent with its provincial themes. 23 proposals in all were received during the quarter, 4 of them for initiatives in the Bird's Head. Of these 23, 13 were submitted in synopsis form to the PRC, which accepted 4 of them for grants and 2 others for SAF support. 4 others were submitted to the Bird's Head Working Group (a sub-group of the PRC – see below, Section 1.3.2.6.), which accepted 3 of them for GDA-funded SAF-style support.

Standard grant monitoring, evaluations, financial audits and close-out procedures continued during the quarter, providing for successful management of the grant making process, with few causes for concern. An important external evaluation was undertaken of 4 CSO grantees' programs on BPDs and village governance in East Java (see below, Section 1.3.2.5.). External financial audits were undertaken by CSSP's auditors Johan, Malonda on 3 grantees: ELPERA in Papua, YDS (Yayasan Dian Sulawesi) in North Sulawesi, and Lembaga Puti Jaji in East Kalimantan. ELPERA and YDS, which had both completed their grants by the time their audits were conducted, were audited because they are likely candidates for follow-on grants. Puti Jaji, on the other hand, was not due to finish its grant-funded program until July 2003; but there seemed to be inconsistencies in its financial practices, so an audit was done early. All three audits were still in process at quarter's end. The external audit of a 4<sup>th</sup> grantee, YAMAJO (Yayasan Madani Jombang), carried out during the previous quarter, was followed up on, with steps taken to ensure the return of unused funds to CSSP.

During the quarter the Regional Specialist for East Java and Papua and other team members revised and refined CSSP's 'Health Card', a tool for CSSP Regional Specialists and others that provides a quick, simple way of assessing an NGO's organizational capacity. At quarter's end the CSSP team accepted the new format Health Card and agreed to use it at the start and end of grant programs, and well as mid-term. It was agreed that Health Card has great potential in a variety of ways. Health Card snapshots can track a CSO's progress, serve as a trigger for technical interventions, and be used in lieu of an external evaluation. When used at the end of a grant program, the Health Card can provide the basis for a one-day review and reflection session with grantee staff, constituents and other stakeholders, one that helps the grantee and also CSSP get a clear picture of both program and organization. The Health Card can also be helpful during discussions with grantees on follow-up programs, as it was when used in recent months during discussions with two CSSP grantees, AIDP and LKM Media Watch.

### **1.3.2. Grant-making by region**

The following is a brief review of quarterly grant-related developments region by region. In each region we note the theme for the region. These themes, which gradually became an integral part of CSSP's approach to each of these regions in Year 3, were specified in the revised Scope of Work that was included in the modified contract for CSSP signed in March 2003.

### 1.3.2.1. Aceh

*Theme: A strengthened human rights network and effective conflict transformation, including through a Special Autonomy Law*

Only two of the first generation of CSSP grants to Aceh CSOs remained active during the quarter. These were the grants to YRBI (Yayasan Rumpun Bambu Indonesia) and LBH Apik. In both cases improved security brought about by the ceasefire in Aceh enhanced the quality of the grant-backed program work.

During the quarter YRBI concluded its work with local fishing communities in 5 target villages by conducting a human rights training course for them, completing a process of mapping coastal areas with them, and conducting a series of meetings to discuss democracy and indigenous values. It held one such meeting in Banda Aceh, attended by village constituents as well as by local government officials, parliamentarians and members of *Panglima laot lhok* (fishermen's organizations).

Overall the work of YRBI had a number of impacts. Through its meetings and training courses YRBI helped local communities become much more confident, so that they could – and did – influence local government decision-makers on issues of concern. In the current quarter they provided inputs into draft government regulations or *qanun muqim* on such issues as the *muqim* system of governance and *panglima laot* institutions, notably at a meeting with the provincial DPRD on March 25-26, 2003. And in a public dialogue they persuaded the governor of Aceh to respond to their concerns about coastal resource management by calling on local government departments to provide environmental damage reports, and to repair damage identified. Another positive impact of YRBI's work was the mapping of villages and subsequent clarification of coastal borderlines between them. These mapping exercises in YRBI's target villages brought to an end long-simmering disputes, and were so well received locally that YRBI received requests from other communities to go through the same exercises with them.

As CSSP's Regional Specialist puts it,

these actions [of YRBI's] make the constituents feel they have some say in their own destiny, and their concerns can become enshrined as part of any local law changes.

The other grantee, LBH Apik, reached the concluding stage of its grant program with a range of interventions on behalf of women victims of violence still under way. These included

- legal counseling for victims of violence from GAM (Gerakan Aceh Merdeka), and victims of domestic violence;
- investigations into cases of violence involving the TNI and 'unknown persons' in Aceh Utara, Aceh Selatan, Aceh Timur, Aceh Barat, Pidie, Aceh Tenggara and Aceh Besar;
- litigation over cases of alleged violence, 90% of them cases of domestic violence;
- collection of data about legal services and local government regulations – data used by human rights activists, and by other CSOs providing inputs into the draft national law on domestic violence;
- Networking with like-minded CSOs, and arranging training for its own staff.



One important former grantee, Koalisi NGO HAM Aceh, submitted a proposal for a follow-on grant during the quarter. The proposal was accepted in principle by the PRC, though in a reduced form and on the understanding that the Koalisi's long-standing management difficulties would be resolved. Possible USAID/CPT-CSSP support for other human rights groups in Aceh, including constituent legal aid 'posts' of Koalisi, was also under discussion at quarter's end.  
*[Work Plan, 3.4.1.]*

### **1.3.3.2. East Kalimantan**

*Theme: Strengthened local governance in the area of natural resources management*

The Regional Specialist for East Kalimantan started the quarter with a meeting of CSSP and other USAID partners to identify their training needs, especially in the fields of organizational management, financial administration and advocacy. From a long list of needs identified, 4 important ones matching CSSP's own priorities were identified. These were: legislative drafting, constituency building, advocacy, and business planning. As a first step CSSP team members agreed to provide PACSAs for 3 CSSP partners in East Kalimantan, BIKAL (Yayasan Bina Kelola Lingkungan), YSTB (Yayasan Selamatkan Teluk Balikpapan) and LBB Puti Jaji (Lembaga Bina Benua Puti Jaji).

As noted earlier, CSSP staff organized one province-wide event during the quarter, a training workshop on Technologies of Participation in Balikpapan.



At the Technologies of Participation (ToP) course in Balikpapan, one of the participants (standing by the whiteboard, back center) takes other participants through an action planning exercise using ToP methodology

Candidates for the course were selected from among NGOs, local governments and academia, with an effort to include those involved with USAID/NRM, CRMP and HPN. In the end 25 people took part, most of them from 21 NGOs working in Samarinda, Balikpapan, Bontang, East and West Kutai, Kutai Kertanegara, Berau, Bulungan, Malinau, Penajam Paser Utara and Nunukan – many of them involved in natural and coastal resource management.

A telephone survey done after the training gave encouraging findings. Of the 12 participants reached, 11 had applied ToP methods since receiving their training, using ToP for meetings, discussions with constituents, discussions between constituents and government officials, planning programs with donors, and training activities. The 11 organizations were AMN (Aliansi Masyarakat Nelayan), YBML (Yayasan Bina Manusia dan Lingkungan), Yayasan Bestari, Parliament Watch, LBH-Apik (Lembaga Bantuan Hukum – Asosiasi Perempuan Indonesia), POKJA 30 (Kelompok Kerja Tiga Puluh), LBB Puti Jaji, BIKAL, World Wildlife Fund Indonesia, BIKEN (Bina Keswadayaan Nelayan) and the Natural Resource Management Project.

During the quarter 3 current grantees – LBB Puti Jaji, POKJA 30 and BIKAL – continued their programs in East Kalimantan, though as earlier noted one of them, LBB Puti Jaji, was audited because of issues to do with financial management and so did not receive grant funds.

Of the 2 others, POKJA 30, which is working on water consumer advocacy, continued to build up its customer forums in Samarinda, Balikpapan and Tenggarong. The forums each produced draft legislation on water users' rights and responsibilities for the consideration of local DPRDs. Samarinda's was provided to the Samarinda DPRD in a hearing at the end of March. Balikpapan's and Tenggarong's were still being finalized at quarter's end. As noted earlier (Section 1.1.2. above), POKJA 30's work in this regard was assisted by a PACSA workshop on March 20.

BIKAL further developed its program on community involvement in the conservation of the Kutai National Park. It ran a training course on how local communities can have their say in the process of enclaving and fence-building in the Park, and worked with villagers in 8 villages to draft village regulations (*perdes*) on the sustainable management of the Park's resources. In addition to pressing for these *perdes* to be implemented in the villages concerned, BIKAL plans to advocate for a similar legislation at the district level. It also developed a database with information from government offices, NGOs, university researchers and focus groups that proved useful to a variety of stakeholders.

A 4<sup>th</sup> grantee, AMN, had its grant approved towards the end of the quarter, and expected to start its program of work with fishing communities in the Balikpapan area in the following quarter.

As already noted, in the last year or so of its work CSSP expects to offer follow-on grants to particularly strong CSO grantees working on CSSP's priority themes in priority geographical areas. One such grantee in East Kalimantan is YBML, and during the quarter YBML submitted a follow-on grant proposal to CSSP which the PRC accepted in principle. CSSP staff expect the grant to be approved in the 4<sup>th</sup> quarter. Meanwhile YBML continued to work on its primary concern, community involvement in the management of the Wain River Protected Forest. During

the quarter YBML delivered its draft regulation (*perda*) on the management of the Forest to the Balikpapan DPRD, with the expectation that it would become law in June. This was the first such draft regulation ever to come from the community in Balikpapan, where it was widely regarded as the most democratic draft regulation Balikpapan had ever had. Local parliamentarians asked YBML to brief them on the process of public consultation used to create the draft for their own future use.

After the new *perda* becomes law, the Balikpapan mayoralty will draft 4 decrees on its implementation. The community as well as YBML itself appreciate the importance of being involved in drafting and carrying out these decrees, so that interested groups do not steer the decree writing process away from the community's interests. The 4 new drafts are expected to be the main focus of the program supported by CSSP's follow-on grant to YBML.

In an additional step to strengthen CSSP's relations with leading natural resource CSOs in East Kalimantan, the PRC approved a proposal during the quarter from a local branch of the Worldwide Fund for Nature, WWF Indonesia Kayan Mentarang. The proposal was for SAF support for an advocacy training course for communities around the Kayan Mentarang National Park. [Work Plan, 3.4.3.]

### **1.3.2.3. North Sulawesi**

*Theme: Strengthened conflict prevention and local governance with special reference to resource management*

Work in support of the CSSP theme for North Sulawesi was strengthened during the quarter with the coming on line of a new grant for Yayasan Kelola, whose constituent fishermen groups are often a major source of conflict in Manado because of their fishing methods, which some see as destructive. Kelola's work will help these fishing communities advocate for their fishing rights while helping them understand that they are responsible for conserving Manado's natural resources.

When added to CSSP's 3 ongoing grantee programs in North Sulawesi, Kelola's program will provide real strength to the civil society initiatives CSSP is supporting there in the fields of conflict prevention, resource management and good local governance. The other 3 grantees and their programs are:

- PEKA, implementing a project on peace, justice and conflict prevention;
- Yayasan Serat, whose project focuses on village governance;
- YPMI (Yayasan Pemberdayaan Masyarakat Indonesia), whose project goals include advocating for improved public services.

As noted above (Section 1.1.2.), 3 of these 4 CSOs, Kelola, PEKA and Serat, were the subjects of CSSP PACSAs during the quarter, a process that helped them clarify their constituencies' involvement in their programs, and their advocacy plans.

Following the audit of its institutional predecessor, YDS, a 4<sup>th</sup> CSO, Yayasan Dian Rakyat Indonesia (YDRI), is expected to receive what will in effect be a follow-on grant in the next quarter. [Work Plan, 3.4.4.]

#### **1.3.2.4. West Java and nearby**

*Theme for West Java: Strengthened local governance in the context of economic growth*

During a period of quiet brought about by the absence of a West Java Regional Specialist, CSSP received few proposals from West Java, and none relevant to the theme of strengthened local governance in the context of economic growth. However there will still be time for the West Java program to be strengthened within the contours of its given theme once a new Regional Specialist is appointed.

Meanwhile CSSP's two main CSO partners in the region, the Bandung-based CSOs BIGS (Bandung Institute of Governance Study) and SAWARUNG (Sarasehan Warga Bandung, an NGO coalition), continued to monitor government performance and deliver feedback to ensure greater government accountability. CSSP staff carried out field visits for routine financial monitoring, with no significant problems identified. At the same time CSSP and USAID/CPT staff worked on a prospective grant to a 3<sup>rd</sup> Bandung-based CSO working in the same broad field as BIGS and SAWARUNG, West Java Corruption Watch. Despite some doubts about the level of competence of this CSO, CSSP and CPT staff were guardedly optimistic that it could be brought to the point where it would be grant-worthy in the following quarter.

One other CSO partner, Yayasan Dutha Tani, a former grantee working with farmers' groups, applied for a follow-on grant but had its proposal rejected by the PRC. However the PRC left open the possibility of further support for Dutha Tani of one kind or another following a PACSA to help it clarify its advocacy objectives. Discussions on organizing the PACSA were under way at quarter's end.

In addition to its work in West Java, CSSP continued to play a limited role in Central Java and Yogyakarta, where 3 CSSP grantees continued their activities. All 3 grants dated from the early days of CSSP, when its focus on 6 geographical regions had not yet been firmly established. 2 of the grantees, Jaringan Mitra Dieng and SETAM (Serikat Tani Merdeka), continued to work on grant programs at the village level. Jaringan Mitra Dieng continued to focus on improving 16 villages' management of forest resources on the Dieng plateau. During the quarter 6 of its village constituents devised *perdes* or village regulations on the use of forest resources, and used public hearings to deliver village forest management plans to district officials. For its part, SETAM maintained its program of support for advocacy on farmers' rights in districts around Yogyakarta.

The 3<sup>rd</sup> grantee, the Yogyakarta-based YPRI (Yayasan Pendidikan Rakyat Indonesia), continued to work on a program in support of farmers' rights in 13 provinces. During the quarter the organization focused on the draft MPR decree on Agrarian Natural Resource Management, due to be submitted to the DPR after public consultation in April 2003 (for earlier CSSP support for work on this decree, see Quarterly Report no. 11, Section 1.1.3.). It also more or less completed

work on two books, *Community Organizing* and *YPRI's Experiences in 13 Provinces between September 2002 and March 200*, to be published in the following quarter. [Work Plan, 3.4.6.]

### **1.3.2.5. East Java**

*Theme: Strengthened local governance based on participatory processes*

The emphasis of the East Java program remained on local governance, primarily at the village level, with its strategy set to be refined by the findings of an evaluation of 4 key grantees with village-level projects.

One new CSO grantee, KPPD (Kelompok Perempuan Pro-Demokrasi), began its grant program during the quarter, on gender perspectives in policymaking in East Java. Other grantees whose programs were in full swing were:

- SPEKTRA (Studi dan Pengembangan Ekonomi Kerakyatan) in Surabaya, with its advocacy program for farmers' irrigation groups in Madiun and Nganjuk;
- Enlightenment in Malang, with its public service advocacy program;
- PRIMA and YPSM (Yayasan Prakarsa Swadaya Masyarakat), with village governance programs in Ngawi and Jember respectively (see below).

By the end of the quarter, several East Java grant-funded programs had finished and were entering the close out phase. These were:

- The parliament watch program of the Surabaya-based YPSDI (Yayasan Pengembangan Sumber Daya), focusing on three towns, and bringing together diverse groups to enable them to monitor parliamentary performance. Unusually, the program enabled representatives of slum dwellers and rubbish collectors, amongst others, to engage with members of local parliaments. It also worked through a coalition of CSO and university groups to bring pressure to bear on those involved in corrupt practices;
- LPKP (Lembaga Pengkajian Kemasyarakatan dan Pembangunan)'s village governance program in Malang (see below);
- Bina Swagiri's village governance program in Tuban (see below).

As mentioned earlier, a major development during the quarter was the evaluation of 4 village governance programs supported by CSSP grants, with a view to identifying the successes of the programs and refining CSSP's strategy on village-level governance. The programs were those of the CSOs PRIMA, YPSM, LPKP and Bina Swagiri. The participatory evaluation, concerted by Fajar Sudjarwo from Yayasan Satunama, involved Fajar himself and 4 other CSO activists, one from each of the 4 CSOs being evaluated. After a pre-evaluation design workshop the 5 evaluators conducted site visits before regrouping in Surabaya to write their report, completed in draft form by quarter's end.

The participatory and creative form of this evaluation had valuable side-effects, providing the participants with new, first-hand experience of this kind of evaluation, and fostering networking and better integration among the CSOs involved. The draft report of the evaluation provided the 4 CSOs concerned with constructive feedback on their programs, and gave them a greater



appreciation of what still needs to be done in the field of village governance. It recommended broadening their target groups to include more forums and village-level institutions; supporting the development of advocacy skills especially for *kecamatan* and *kabupaten* level forums; and helping strengthen networks of CSOs and village representatives at various levels. The report was to be finalized for distribution in the following quarter.

Other events during the quarter included a 2<sup>nd</sup> YAPSEM training course on village governance, funded by the SAF (Strategic Activities Fund) and held in Lamongan. Unusually, 18 of the 30 participants in the course were female, thanks to the inclusion of representatives of local KSM (Kelompok Swadaya Masyarakat, official Community Self-Help Groups). In its initial session those attending the course wrote village regulations, and female participation was low. However as the discussion moved into a participatory approach to learn about gender roles, the women became lively contributors. Materials used were from Bina Swagiri, PPOTODA and the CARE City Forum program (see next paragraph and Appendix 1) with other materials from YAPSEM itself. ToP techniques were used, and one of the facilitators was the leader of JAMAL, the local forum set up under the auspices of LAKPESDAM NU through its recent CSSP grant.

During the quarter CSSP's Surabaya sub-office stepped up its collaboration with CARE/CSSP's East Java City Forum program and with USAID/DLG-PERFORM, with a growing number of opportunities for programs to be interwoven in a variety of locations including Madiun, Lamongan and Lumajang. Details of the CARE City Forum program's quarterly activities are included as Appendix 2 of this Report. [*Work Plan, 3.4.2.*]

### 1.3.7. Papua

*Theme: Strengthened human rights advocacy and transparent governance of the Papuan community as codified in the Special Autonomy Law*

CSSP's work in Papua entered a new phase during the quarter. By January 2003 the first generation of CSSP grantees had finished their grants, and were going through close out processes, with the exception of one new grant program on good governance, to be undertaken by the Jayapura-based CSO ICS (Institute for Civil Strengthening). Several of these grantees were expected to get follow-on support of one kind or another from CSSP, with the emphasis being on capacity-building support for CSO partners outside Jayapura.

The CSOs closing out their grant programs during the quarter were:

- YABIMU (Yayasan Sosial Bina Mandiri Utama), with its program to strengthen *adat* organizations in Nabire;
- AIDP (Aliansi Demokrasi untuk Papua), a Jayapura institution with a good track record, likely to receive a second CSSP grant for a program focusing on civic education on human rights;
- PT PPMA (Perkumpulan Terbatas Pengkajian dan Pemberdayaan Masyarakat Sipil – formerly LPPMA), a Jayapura-based group that will continue to get CSSP support for capacity-building activities, and one of whose *adat* affiliates will get SAF support for a program to train community organizers;

- ELPERA, a Jayapura-based group with a grant program in Fakfak, which will probably get a follow-on grant with GDA funding if a financial audit and an outside evaluation of its Fakfak program are favorable;
- FOKER (Forum Kerjasama LSM), an NGO network whose Jayapura secretariat may get further CSSP support so that it can act as a Service Provider for basic capacity-building.

In the Bird's Head area of Papua CSSP's new project proceeded apace. During the quarter the political climate in the Bird's Head, as in the rest of Papua, remained uncertain, partly because of the revival of the central government's controversial plan to divide Papua into 3 provinces, West, Central and East Irian Jaya. Some local observers saw the plan as having considerable potential significance for the Bird's Head area, particularly for the town of Manokwari, set to be the new provincial capital of West Irian Jaya.



Dancing villagers from Arfak welcome a government team from Jakarta on its arrival at Manokwari airport. The Jakarta team, which was traveling on the same plane as CSSP team members visiting Manokwari to strengthen civil society groups there, had come to help Manokwari set itself up as the new capital of Irian Jaya Barat.

This climate of uncertainty did not, however, slow the pace of CSSP's GDA-funded project in the Bird's Head. Steered by the Working Group set up by CPT and CSSP (see Quarterly Report Section 1.3.6.), and managed by the Regional Specialist for Papua and East Java, it made good headway.

The Bird's Head Working Group met twice during the current quarter, and approved 3 further SAF actions. It also agreed to an improved CSSP plan for the Bird's Head, where a number of potential partners were identified in the 3 main townships of Manokwari, Fakfak and Sorong. These partners included but were not limited to:

- (in Manokwari) the well-established CSO LP3BH (Lembaga Penelitian, Pengkajian dan Pengembangan Bantuan Hukum) and a newer group, YALHIMO (Yayasan Lingkungan Hidup Humeibou);
- (in Fakfak) ELPERA as well as its offspring YAMIKO, established in the *kampung* by ELPERA's community organizers;
- (in Sorong) the local branch of the Roman Catholic SKP (Sekretariat Keadilan dan Perdamaian Keuskupan Sorong), the women's group FK3P (Forum Kajian Pemberdayaan Perempuan Papua) and a new group, GADEPA (Gerakan Aktivis Demokrasi Papua).

During the quarter CSSP team members drew up plans for capacity-building interventions reflecting local CSO needs, to be taken forward following visits to Papua by various members of the CSSP team in the following quarter. CSSP also decided to open a sub-office in Sorong so as to reduce communication and transportation difficulties, to be staffed by an Assistant whose recruitment was under way at quarter's end.

In February a group of people from BP, USAID (CPT, NRM, EG), and USAID contractors including CSSP, PERFORM, BIGG, CRMP and NDI went on a general assessment trip around the Bird's Head area. The group visited Sorong, Fakfak and the BP Base Camp in Bintuni Bay. The trip helped participants get to know more about each others' work, and improved integration and synergy among different USAID programs active in the area. *[Work Plan, 3.4.5.]*

### **1.3.8. Grant Finances**

At the end of the quarter, the budget for grants was still \$7.6 million, with a further \$200,000 of GDA funding earmarked for grants in the Bird's Head. Disbursements for the 58 completed and ongoing grants amounted to about \$5.1 million. The eventual cost of paying out current grants was estimated to be around \$740,000. 8 prospective or 'pipeline grants' would cost a further \$722,000. This left just over \$1 million for other new or follow-on grants, a little more than earlier projected – plus whatever unused funds grantees might return when their grant programs are over, assuming these funds are refunded soon enough to be reused.

The length of time available for grant programs naturally grows less as CSSP grows older. This being the case grants 12 months in duration – arguably the minimum length of time for an effective grant, under most circumstances – will need to be approved by the end of the 3<sup>rd</sup> quarter, that is, by the end of June 2003, if they are to be completed in good time.

(Dollar estimates given here are based on an exchange rate of Rp8500 to the dollar. This is lower than the actual exchange rate to date, so that they are likely to be on the low side.)

### **1.3.9. Other grant-related issues, including staffing**

As already noted, the staffing of the grant group was in flux during the quarter. 2 Regional Specialists were absent for much of the time, with Bob Widiyoko leaving CSSP for family reasons after a prolonged period of uncertainty, and Mursyidah Machmud on 3 months' maternity leave. For much of the quarter responsibilities for the 6 regions were as follows:



Aceh, Central Java and East Kalimantan	Zaniar Sahyan
North Sulawesi, West Java and all Jakarta-based projects	Mursyidah Machmud
East Java and Papua, inc. the Bird's Head	Sheila Town

In addition, 2 new Financial Management Specialists were appointed. Ari Saragih took the place of Safriza Sofyan, who left CSSP after 3 years' service to take up a more senior position with Save the Children Fund. Pauline Pramuja, earlier CSSP's Accountant, took the place of Vita Siregar, who moved out of the grant group to become CSSP's new Financial Self-Reliance and Management Specialist.

During the quarter CSSP's M&E Specialist finalized CSSP's performance monitoring plan (PMP) to reflect the revised Performance Indicators and benchmarks in CSSP's revised Scope of Work. In its final version the PMP was duly submitted to USAID for approval. *[Work Plan, 5.1.]*

## **1.4. Targets achieved**

### **1.4.1. Performance Objective 1 (PO1)**

#### **1.4.1.1. PO1, Performance Indicator 1**

*Target: 65% of CSOs assisted effectively articulating policy positions based on solid research and coalitions, by the end of Year 5*

*Assessment: By the end of the quarter, 31 or 74% of CSSP's 42 current CSO grantee partners were effectively advocating issues with government, local leaders and citizens on the basis of solid research and with strong coalitions and constituencies. Sources: policy papers, draft *perda*, CSSP data on coalitions and constituencies, media reports, CSOs' semi-annual reports, quarterly questionnaires, interviews.*

#### **1.4.1.2. PO1, Performance Indicator 2**

*Target: 60% of CSOs assisted beginning lobbying efforts through positive engagement with government counterparts, by the end of Year 5.*

Assessment: By the end of the quarter, 23 or 55% of CSSP's 42 current CSO grantee partners were beginning lobbying by positively engaging government counterparts. Sources: as above, 1.4.1.1.

### 1.4.1.3. PO1, Performance Indicator 3

*Target:* CSOs assisted put at least 10 major issues for decision to appropriate levels of government, and through their efforts the government acts positively on these issues or is limited from taking actions impeding reform, by the end of Year 5.

Assessment: By the end of the quarter, 10 major issues had been put to government and implemented by government as a result of efforts by 10 CSSP partners, 8 of them CSO grantee partners and 2 (YAPSEM and the TCP3 coalition) recipients of technical assistance through SAF actions and other support. Sources: DPRD legislation, local government decrees, statements by government officials, media, interviews, CSOs' semi-annual reports and quarterly questionnaires.

Commentary: The 8 CSO grantee partners were: ELPERA, YABIMU, LEKSIP, Mitra Dieng, SETAM, SPEKTRA, YRBI, SERAT. With respect to all three Performance Indicators for PO1, the following are 24 examples of advocacy work being undertaken at different stages of achievement by CSSP CSO partners, as of the end of the current quarter:

- ELPERA (Papua) assisted in the production of a *perda* on budget allocations to villages, based on their work on participatory development plans in 30 villages. Their work was the subject of one of the LAPPERA case studies described in 1.1.1.;
- YABIMU (Papua) worked with *adat* communities and local leaders to advocate successfully for a *perda* on *adat* rights and a ban on the local sale of alcohol;
- AIDP (Papua) conducted research on human rights abuses in 5 districts, the results of which were shared with the provincial government, which cited the research when accepting the need for a Papuan Human Rights Commission;
- LPPMA (Papua) working with local *adat* organizations was able to obtain local government support for local *adat* needs, including the building of an office for the Dewan Adat in Depapre;
- Bina Swagiri (East Java) provided its analysis of the local budget to members of the DPRD members at the latter's request, and influenced village budget allocations;
- Enlightenment (East Java) documented the legal processes and procedures required for public services, focusing on 10 different certificates. The handbook it produced enabled constituents to seek and get services according to the law;
- LAKPESDAM NU (East Java) concluded their grant program with public hearings on important public policy issues in three towns, and in Lumajang took up the issue of corruption in local government as a class action with the assistance of LBH (Lembaga Bantuan Hukum);
- PRIMA (East Java) helped link BPDs in Ngawi into a BPD network that identified the need to advocate for changes in budget allocations to villages, and brought the issues to DPRD hearings;

- SPEKTRA (East Java) worked with local government to ensure passage of a *perda* on setting up an irrigation commission in Nganjuk and Madiun for farmers' groups. It was also able to obtain DPRD budget allocations for irrigation channel repairs in Nganjuk;
- YPSDI (East Java) set up parliament watch groups in three cities including Surabaya and held public hearings on parliamentary performance;
- Mitra Dieng (Central Java) enabled local communities on the Dieng Plateau to engage in natural and water resource management through the passage of village regulations and with the agreement of the Department of Forestry;
- SPEKHAM (Central Java) produced a position paper on violence against women, and developed an integrated plan on the issue with BAPPEDA and the local health authority in Central Java. The plan was submitted to the Solo DPRD;
- SAWARUNG (West Java) conducted research into a corruption case involving the public water authority PDAM in Bandung;
- BIGS (West Java) worked with constituents to produce a policy paper and book on the local budget and budget process in Bandung;
- KOAK (Lampung) led a coalition of 30 NGOs to advocate for revisions to the local DPRD budget so as to eradicate corrupt budgeting practices. It also carried out research into corruption cases, bringing one case to court;
- LPAD (Riau) set up a database on DPRD members' work performance which was published by local media;
- YRBI (Aceh) saw through local regulations regarding coastal resource management on behalf of local fishing communities;
- YBML (East Kalimantan) drafted a *perda* with local citizens and community groups on participatory management of the River Wain Protected Forest. The *perda* was submitted to the local DPRD and is expected to become law shortly;
- POKJA 30 (East Kalimantan) documented and submitted draft legislation on the rights and responsibilities of water users in three cities which is now under consideration by local DPRDs
- SERAT (North Sulawesi) entered into discussion with local government in Manado about the collection and disposal of garbage, about which it submitted a position paper
- YPRI (Jakarta), representing the interests of farmers' groups in 13 provinces, provided inputs to the draft MPR decree on agrarian resource management (see above, Section 1.3.2.4.)
- SEAPA (Jakarta)'s database of cases of violence against journalists, used by national and international media, formed the basis of a position paper on the subject that SEAPA has submitted to the Supreme Court
- PSPK (Jakarta) conducted research into local budgets in Mataram, Samarinda, and Lampung and submitted position papers that were discussed with local government.
- INCIS (Jakarta) produced a position paper on the law on cooperatives with a coalition of CSOs, and held public hearings with policy-makers on laws relating to the military and security forces

## 1.4.2. Performance Objective 2 (PO2)

### 1.4.2.1. PO2, Performance Indicator 1

*Target: 70% of CSOs assisted have clearly defined, representative Board and management structures, with written job descriptions and mechanisms of internal communication*

Assessment: The percentage of current CSO grantee partners with these qualities has yet to be fully and finally assessed. That said, basic management structures with functioning boards, job descriptions and systems for effective internal communications are standard requirements of CSO grant-worthiness. Currently only 3 CSO grantee partners have been identified as having management problems or shortcomings, Puti Jaji, LEKSIP and PEKA. Sources: CSSP grant-worthiness checks, CSSP Health Cards, external audits, CSSP team trip reports and field visits, grantee semi-annual reports and quarterly questionnaires.

### 1.4.2.2. PO2, Performance Indicator 2

*Target: 70% of CSOs assisted submit financial reports with acceptable accuracy, with 70% of routine and surprise audits having no major findings, by the end of Year 5.*

Assessment: According to data from CSSP Financial Management Specialists and other financial staff, just over 80% of CSO grantees' and other CSO partners' financial reports have achieved an acceptable level of accuracy to date. Those that are not accurate tend to be so because they provide insufficient documentation, have technical issues with the Quickbooks software that CSSP asks them to use, or suffer communications difficulties. Out of 14 external audits conducted by CSSP by quarter's end, 3 had major findings resulting in requests for the return of funds, and in one case consideration of further action. In addition, CSSP carried out surprise financial checks on 7 CSOs, one of which resulted in a major finding that was followed up. Sources: CSOs' monthly financial reports and other reports, internal CSSP financial checks and reports, external audits.

### 1.4.2.3. PO3, Performance Indicator 3

*Target: At least 2 Intermediate Service Organizations (that is, Service Providers) assisting at least 20 CSOs on institutional development needs, and being paid for their services, by the end of Year 5.*

Assessment: Explicit support for SPs has only begun during this and the previous quarter. Discussions took place with USC Satunama and other potential SPs (see above, Section 1.2.1.). Sources: not yet relevant.

### 1.4.2.4. PO4, Performance Indicator 4

*Target: 70% of CSOs assisted have fundraising plans, and 25% of CSOs assisted can meet at least 10% of their costs by fundraising*

Assessment: 29 or 69% of CSSP's current CSO grantee partners had fundraising plans by quarter's end. 21 or 50% of them could meet at least 10% of their costs by fundraising. Sources: quarterly questionnaires, field visits, interviews.

Commentary: The following CSOs had fundraising plans by quarter's end, those marked with an asterisk \* being those that meet at least 10% of their costs by fundraising: SPEKTRA\*, PRIMA\*, Enlightenment, KPKP\*, SEAPA\*, Mitra Dieng, SETAM\*, YPRI\*, WALHI Aceh\*, SPEKHAM, Koalisi NGO HAM Aceh\*, YBML\*, BIKAL\*, POKJA 30, KBHB\*, BIGS\*, YBRI\*, PSPK\*, INCIS\*, PEKA, SAWARUNG\*, YPMI\*, LKM\*, ELPERA\*, LPAD, YPSDI\*, ISAI\*, KOAK, AIDP.

### 1.4.3. Summary of targets set and achieved

Performance Objective (PO), Performance Indicator (PI)	Target by contract end	Achieved to date
PO 1, PI 1	65%	74%
PO 1, PI 2	60%	55%
PO 1, PI 3	10	10
PO 2, PI 1	70%	Not yet finally assessed
PO 2, PI 2	70%	80%+
PO 2, PI 3	2	Not yet achieved
PO 2, PI 4	70%, 25%	69%, 50%

## 2. Administrative arrangements and activities

During the quarter the CSSP team was constituted as shown in the box below:

### a. Technical

Peter Harris	Chief of Party (Chemonics)*
Gerry Porta	CSO Development Coordinator (CARE)*
Yoenarsih Nazar	CSO Advocacy and Media Specialist (IFES)
Bernadet Gayatri	CSO Financial Self-Reliance Specialist (CARE) [until January 3]
Vita Siregar	CSO Financial Self-Reliance and Management Specialist (CARE) [from March 1]
Fatima Shabodien	Monitoring and Evaluation Specialist (IFES)*
Keith Hargreaves	Grant Coordinator (Chemonics)*
Sheila Town	Regional Specialist, Surabaya sub-office (Chemonics)
Zaniar Sahyan	Regional Specialist (Chemonics)
Mursyidah Machmud	Regional Specialist (CARE)
[vacant]	Regional Specialist (CARE)
Safriza Sofyan	Financial Management Specialist (Chemonics) [until January 15]
Valia Irawanti	Financial Management Specialist (Chemonics)
Vita Siregar	Financial Management Specialist (Chemonics) [until February 28]
Pauline Pramudija	Financial Management Specialist (Chemonics) [from March 31]
Ari Winner	Financial Management Specialist (Chemonics) [from March 17]
Ajeng	Grant Administrator (Chemonics)

### b. Administrative

Roshana Cohen	Operations Manager (Chemonics)* **
Ratih Hasanudin	Office Manager (Chemonics)
Pauline Pramudija	Accountant (Chemonics) [until March 31]
Hera Nuraeni	Accountant (Chemonics) [from March 24]
Hera Nuraeni	Grant Bookkeeper (Chemonics) [until March 24] **
Hermana Yuli	Grant Bookkeeper (Chemonics) [from March 3] **
Ana Kusdiana	Bookkeeper
Fitrianto	Assistant, East Java (Chemonics)**
Mieke Juniarti	Secretary (Chemonics)
Irma Fauzia	Receptionist (Chemonics) [until February 13]
Mercy Dewanti	Receptionist (Chemonics) [from March 12]
Ucu Juhana	Driver (Chemonics)
Hariyadi (Harry)	Driver (Chemonics)
Nur Kholis	Driver, Surabaya sub-office (Chemonics)
R. Rio Harrie	Office Assistant (Chemonics)

\*international hire \*\* also has program responsibilities

## **2.1. Sub-contractors and consultants**

During the quarter working relations were maintained with 2 of the 4 principal international subcontractors for CSSP, CARE International and IFES (the International Foundation for Election Systems). Both organizations continued to support team members in the CSSP team, and senior IFES and CARE staff attended CSSP technical staff meetings. The other 2 subcontractors, CIPE and IDP (the untimely death of whose Director, Steve Mintz, rendered it inactive), were not involved.

CARE and IFES also continued to contribute to CSSP's technical activities:

- IFES used the technical component of its CSSP budget to support mainstream CSSP activities, specifically in-country M&E initiatives, though these continued to be limited because of the ordered departure;
- As noted (see above, Section 1.3.5.) CARE continued to maintain its capacity-building support to City Forums in East and Central Java. Further details are given in Appendix 2. *[Work Plan, 6.3.]*

CSSP continued to work, too, with domestic sub-contractors in Indonesia. These included the auditing firm Johan, Malonda and Rekan, which conducted audits for Elpera, Yayasan Dian Sulawesi and Puti Jaji (as noted above, Section 1.3.1.), and USC Satunama in Yogyakarta, whose consultant Fajar Sudarwo led the evaluation of 4 CSO projects on BPDs and village governance in East Java, discussed in Section 1.3.2.5. above.

2 other short-term consultants were hired during the quarter – Ismail Amir, to assist in facilitating the ToP training in East Kalimantan; and Ichsan Malik, to assist in the evaluation of Elpera in Papua.

## **2.2. Relations with USAID: modified contract, approvals**

As noted, a revised Scope of Work for CSSP was agreed on in March 2003 as part of a general modification to its contract. The contract modification, number 6, concluded a long process of discussion and negotiation that began with the mid-term evaluation of CSSP by MSI in June 2002. The modification reduced the size of CSSP's budget from \$27,439,990 to \$24,819,549 – a smaller reduction than had earlier been feared, given wide-ranging cuts in USAID Indonesia's budget allocations – clarified the use of contract services by USAID Indonesia officers other than USAID/CPT, defined the parameters for grant making, reduced CSSP's Performance Objectives to 2, defined the 2 POs' targets, prescribed programmatic themes for each of the 6 geographical focus regions, revised the list of key personnel and stipulated the composition of CSSP's senior staff.

During the quarter CSSP sought and obtained 3 approvals from USAID, 2 of them for grant actions and one for the return of evacuated staff.

### 3. Activities for the next quarter

- Final determination at the PRC and the BHWG on new and follow-on grants, including grants in the Bird's Head
- Consolidation of the Bird's Head project, with the opening of a sub-office
- Concerted steps towards strengthening 2 or 3 key Service Providers, national and/or regional
- Agreement with Yayasan Satunama on a series of case studies on good CSO management
- Agreement with USAID/CPT on selected capacity-building and other special activities in Aceh in the light of changing needs in the province
- The provisional opening of a sub-office in Medan to help develop activities in Aceh
- The 3rd in the series of training workshops on financial self-reliance co-sponsored by CSSP and Yayasan TIFA
- Conclusion of the project involving 12 case studies on positive advocacy and local governance, and the holding of Papua and East Kalimantan workshops to discuss them
- Legal drafting and other carefully selected training and TA (technical assistance) for key CSO partners
- With the return to Jakarta of CSSP's M&E Specialist, systematic use of quarterly questionnaires for grantees, and comprehensive analysis of grantees' semi-annual reports
- With the return to Jakarta of CSSP's Operations Manager, systematic use of the Strategic Activities Fund in cooperation with other USAID Indonesia Teams
- Support to ELPERA through an SP to improve its database, and an external financial audit of former grantee WALHI Sulteng

*Figures showing CSSP's expenditure through March 31, by budget line item, are given in Appendix 1. Details of the CARE/CSSP City Forum program's quarterly activities are given in Appendix 2.*



## **Appendix 2**

### **CARE City Forum Program report for the 14<sup>th</sup> quarter**

#### **A. City Forum activities**

1. A regional workshop on January 27-28 for the dissemination of information on the CARE City Forum program in Kebumen, Sragen, Wonogiri, Purworejo and Kulonprogo districts. The workshop resulted in action plans for each district.
2. The final phasing out of CARE City Forum program support to 9 Forums, those in Jember, Pasuruan city, Sidoarjo, Malang city, Malang district, Mojokerto city, Blitar city, Tulungagung and Bojonegoro districts.
3. Round table dialogues facilitated in Sidoarjo, Mojokerto and Malang districts. The dialogues covering the following topics: (i) alternative solutions for community involvement in policy decision-making, (ii) community involvement in natural disaster management, (iii) improving public services through Pusat Pengaduan Pelayanan Publik (Centres for Complaint about Public Services).
4. CARE City Forum road shows arranged and carried out in 5 new Forum locations – Trenggalek, Situbondo, Kulonprogo, Purworejo and Sragen districts. They were attended also by participants from the provincial Planning and Community Empowerment Agencies, the Ministry of Home Affairs and CARE Indonesia.
5. Training in the development of vision, mission and strategic planning, conducted in 2 stages for 14 Forums, being the Forums in the districts of Bangkalan, Gresik, Lamongan, Situbondo, Trenggalek, Probolinggo, Purworejo, Kulonprogo, Kebumen, Sragen, Wonogiri, Madiun and Pacitan and the Forum in Madiun city.

#### **B. Joint activities with the provincial governments of East and Central Java**

1. A discussion on January 28-29 on how to maximize the performance of the CARE City Forum program Tim Kerja Pelaksana Program (Program Implementation Task Force) for East Java. It was joined by 8 people from the Provincial Planning Agency (BAPEPROP), the Central Planning Agency, the State Secretariat, the Ministry of Home Affairs and CARE Indonesia. Among the conclusions of the discussion: (a) BAPEPROP East Java will provide the CARE City Forum program with funding support, support for its secretariat, liaison with relevant agencies and other forms of assistance; (b) BAPEPROP will carry out a regional workshop to synergizes various community-based programs and the CARE City Forum program; (c) Home Affairs will prepare a letter of support for the CARE City Forum program to use in East Java, and (d) BAPEPROP, the CARE City Forum program and Forum Networking will develop a map showing Forum strengths, lesson learned from Forum performance to date, and Forum program best practices.
2. An agreement to review the lessons learned from cooperation in 2002 between the CARE City Forum program and BAPEPROP East Java, to be used as an input for the East Java website of

the Government of Indonesia. The review will include action plans for strengthening Forums, information on the launching of BPD and LPMK (urban village council) modules, and information on the program's Program Implementation Task Forces and its dissemination workshops.

3. BAPEPROP East Java assisted in the preparation of a regional workshop on City Forums, dealing with TOR (terms of reference) development, co-ordination with central government, and supporting committee activities.

### **C. Other activities**

During the quarter the CARE City Forum program also:

- Worked with the Pamekasan City Forum to plan training for all LPMK (Urban Village Parliament) in Madura, in cooperation with Bakorwil (Area Coordination Board), Madura and Madura district forums.
- Cooperated with local governments and LPMK associations to facilitate training on strengthening the LPMK of Malang, Mojokerto and Yogyakarta
- Facilitated training on strengthening BPDs undertaken by the City Forum of Malang district.
- Supported the City Forum of Ngawi in its public dialogues with stake holders, including CSSP CSO grantee PRIMA
- Facilitated Lamongan City Forum's public dialogues with local government and citizens on developing Rencana Peraturan Daerah (Local Drafts Regulations) on community participation in local government
- Facilitated meetings of the CARE City Forum program and City Forum Networking on January 16 and 22 and March 17
- Arranged for program secretariat staff to attend a one-day seminar on Islam and gender, organized by the Sidoarjo City Forum and participated in by a range of stakeholders
- Held a coordination meeting on March 18 with the CSSP Regional Specialist for East Java. The meeting: (a) clarified relations in Pamekasan between the Pamekasan City Forum and USAID/DLG-PERFORM; (b) discussed relations among the Lamongan City Forum, LAKPESDAM in Lamongan and the Bojonegoro City Forum; (c) agreed that the CARE City Forum program would continue to seek improved relations between the Ngawi City Forum and PRIMA Ngawi; (d) agreed that the CARE City Forum program would support a synergic partnership between the Madiun district City Forum and LAKPESDAM in Madiuna; (e) agreed that the CARE City Forum program and the CSSP Surabaya sub-office would meet monthly.